

TOP SECRET  
THE WHITE HOUSE  
WASHINGTON

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Box 37  
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4 December 1961

MEMORANDUM FOR

THE PRESIDENT

SUBJECT: Response to November 16 Letter from General Norstad.

The Secretaries of State and Defense find General Norstad's proposed instructions to NATO planners, enclosed in his November 16 letter to you, only in part consistent with U.S. policy on military actions in a Berlin conflict. I agree, and have prepared in support of this view the short attached paper, which lists and explains four major points of inconsistency.

Your alternatives would seem to be three, depending upon the reason you are inclined to accept for these inconsistencies:

Reason

Action

1. General Norstad does not yet completely understand the full thrust of agreed U.S. policy; if he did, he would modify the draft instructions and conduct himself differently in the future.

2. Send General Norstad a rather detailed letter of follow-up to your October 20 letter and its enclosure, to be signed either by you or by the Secretary of Defense (the Secretaries of State and Defense have prepared such a letter; it is available, along with a few changes which I would propose).

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Reason

3. General Norstad holds strong views which have caused him consciously or unconsciously to resist accepting U.S. policy, and probably will continue to do so unless rather drastic action is undertaken.

Action

3. Send a personal emissary to General Norstad to talk through in detail the full range of U.S. policy in a Berlin conflict, using as a primary vehicle the joint draft letter prepared by the Secretaries.

*Maxwell D. Taylor*  
MAXWELL D. TAYLOR

Enclosure

[REDACTED]